

The Potential Financial Impact of a



North Crawford and Boscobel Consolidation

Financial Planning Program

Presented by:

PMA Financial Network, Inc.

July 26, 2010



Back ground

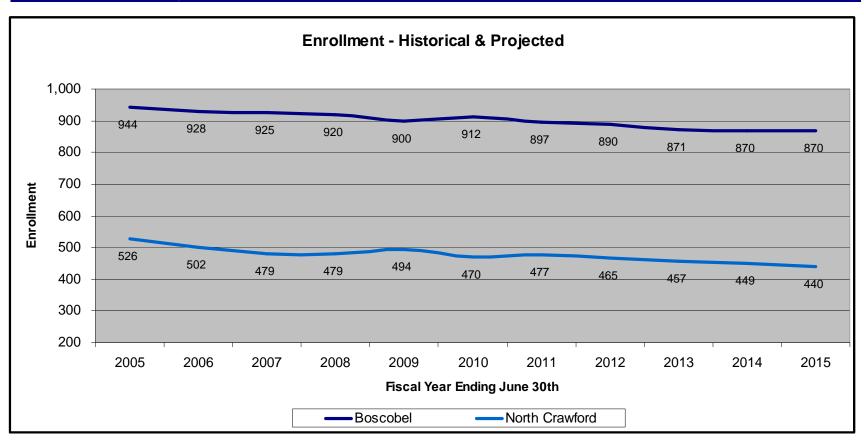
- The FY2007-09 State Budget allocated \$250,000 to study the fiscal impact of school district consolidations
- Districts were allotted \$10,000 per study
- FY2008-09 and FY2009-10 North Crawford School District and Boscobel Area Schools prepared 5-year financial forecasts utilizing PMA Financial Network's FPP (Financial Planning Program) services
- PMA created a consolidated district, based on the FY2009-10 base year forecast for both districts

Process

- Both districts completed 5-year financial forecasts
- PMA combined both districts by linking the new consolidated district forecasts to the original forecasts
- Revenue and expenditure assumptions were established
- Open Enrollment students between both districts were eliminated and added back as resident students attending the district
- A beginning forecast was established
- Efficiencies were identified and added to the new forecast
- State incentives were added to the new forecast



Enrollment Analysis



Boscobel & North Crawford Consolidation Study



Enrollment Analysis

		Fiscal Year Ending June 30th											
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015		
			Actual			Current			Projected				
Boscobel	944	928	925	920	900	912	897	890	871	870	870		
North Crawford	526	502	479	479	494	470	477	465	457	449	440		
Sub Total						1,382	1,374	1,355	1,328	1,319	1,310		
Eliminate Inter-Di	nter-District Open Enrollment						(11)	(11)	(11)	(11)	(11)		
Grand Total						1,371	1,363	1,344	1,317	1,308	1,299		

- Boscobel's enrollment is projected to decline by 42 students over the next 5 years
- North Crawford's enrollment is projected to decline by 30 students over the next 5 years
- Consolidated enrollment is projected to decline by 72 students over the next 5 years
- Impact on enrollment, relative to consolidation, was not taken into consideration

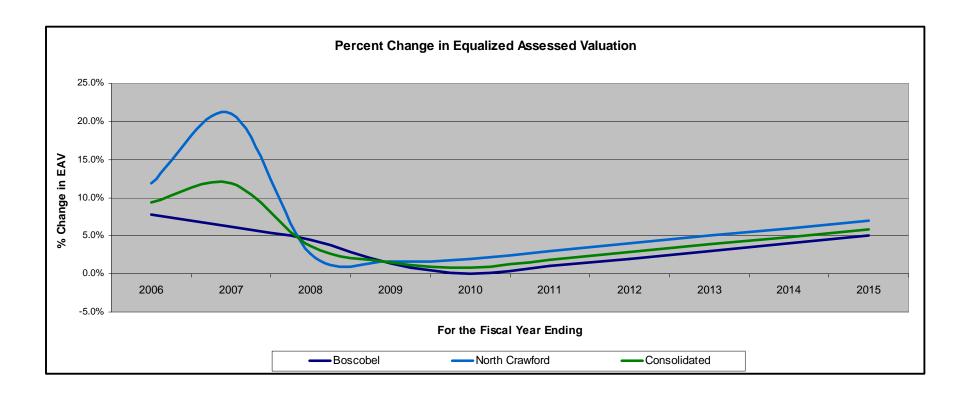


Equalized Assessed Valuation

		Fiscal Year Ending June 30th										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
			Actual			Current			Projected			
Boscobel	\$227,089,075	\$244,753,565	\$259,791,760	\$271,357,293	\$275,189,759	\$275,189,759	\$277,933,490	\$283,475,825	\$291,955,599	\$303,601,155	\$318,740,378	
% Change		7.8%	6.1%	4.5%	1.4%	0.0%	1.0%	2.0%	3.0%	4.0%	5.0%	
North Crawford	\$139,331,330	\$155,901,416	\$188,609,659	\$193,565,910	\$196,715,396	\$200,649,234	\$206,668,006	\$214,933,786	\$225,679,300	\$239,218,649	\$255,962,309	
% Change		11.9%	21.0%	2.6%	1.6%	2.0%	3.0%	4.0%	5.0%	6.0%	7.0%	
Consolidated	\$366,420,405	\$400,654,981	\$448,401,419	\$464,923,203	\$471,905,155	\$475,814,994	\$484,554,530	\$498,340,389	\$517,543,896	\$542,655,696	\$574,460,265	
% Change		9.3%	11.9%	3.7%	1.5%	0.8%	1.8%	2.8%	3.9%	4.9%	5.9%	



Equalized Assessed Valuation



Expenditure A ssumptions

- Salaries for all groups and employee types 1.5% increase
 - □ Included 6, 7, 6, 3, and 0 teacher retirements for the next 5 years respectively.
- Benefits
 - □ Health Insurance 8% per year increase
 - □ Dental Insurance 2% per year increase
 - □ WRS Increased rates by .8% for years 1 and 2, 1% for years 3 and 4 and .2% for year 5
 - □ Post Employment Benefits Includes liabilities for both districts' current retirees plus benefits for projected retirees.
- Discretionary Expenditures Projected to remain at current spending levels

Copyright 2009 PMA Financial Network, Inc.™

- Non-Discretionary Expenditures
 - □ Utilities 7.5% per year increase
 - □ Transportation 5% per year increase
 - □ District Insurance 5% per year increase

Revenue A ssumptions (Base Forecast)

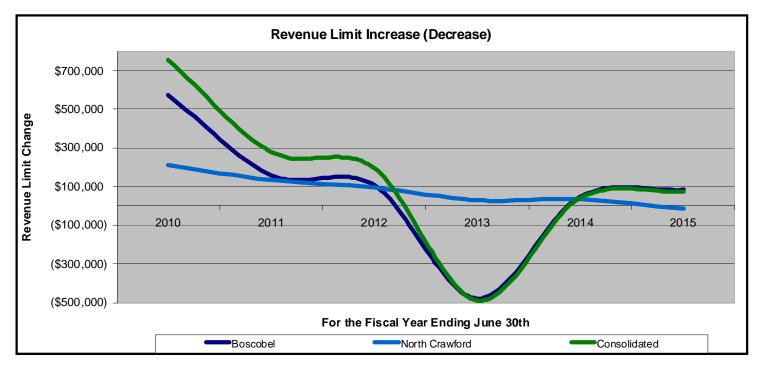
- Per Member Revenue Limit Increase \$200 for all 5 years
- Boscobel's \$550,000 and \$600,000 non-recurring referenda to exceed revenue limits included for FY2010-11 and FY2011-12 respectively.
- EAV Net effective increases of 1.8%, 2.8%, 3.9%, 4.9% and 5.9% over the next five years respectively.
- Fund 39 Levy (Referendum approved debt) \$0 for all years. Consolidated district is debt free
- Fund 80 (Community Service Fund) \$6,200 for all years



Revenue Limit Growth (Decrease)

Boscobel North Crawford Consolidated

	For the Fiscal Year Ending June 30th											
2010	2011	2011 2012 2013 2014 2015										
Current			Projected									
\$575,600	\$158,200	\$106,868	(\$479,661)	\$47,868	\$83,509							
\$209,807	\$134,951	\$94,200	\$29,472	\$34,165	(\$15,985)							
\$757,370	\$279,036	\$195,959	(\$489,665)	\$41,885	\$75,251							



Assuming \$200 per member revenue limit increase in all fiscal years

Boscobel & North Crawford Consolidation Study

Summary Projections

- Reports
 - North Crawford School District
 - Boscobel Area Schools
 - Consolidated District BEFORE efficiencies
 - Consolidated District AFTER efficiencies
 - Summary Excess (Deficit) with State Incentives (Consolidation Aid) included
 - Mill Rate Analysis

North Crawford School District

	BUDGET					PROJECTI	IONS				
			%		%		%		%		%
	2010	FY - 2011	Change	FY - 2012	Change	FY - 2013	Change	FY - 2014	Change	FY - 2015	Change
REVENUE											
Local Sources	\$1,672,200	\$1,847,485	10.5%	\$1,864,968	0.9%	\$2,020,703	8.4%	\$2,099,197	3.88%	\$2,199,597	4.8%
State Sources	\$3,364,806	\$3,295,333	-2.1%	\$3,372,485	2.3%	\$3,247,030	-3.7%	\$3,203,510	-1.3%	\$3,112,062	-2.9%
Federal Sources	\$324,832	\$324,832	0.0%	\$324,832	0.0%	\$324,832	0.0%	\$324,832	0.0%	\$324,832	0.0%
Other	\$184,497	\$192,280	4.2%	\$197,652	2.8%	\$203,199	2.8%	\$208,924	2.8%	\$214,835	2.8%
TOTAL REVENUE	\$5,558,835	\$5,672,429	2.0%	\$5,772,437	1.8%	\$5,808,263	0.6%	\$5,848,963	0.7%	\$5,863,825	0.3%
EXPENDITURES											
Salary and Benefits	\$3,807,015	\$3,919,550	3.0%	\$4,061,190	3.6%	\$4,215,206	3.8%	\$4,353,063	3.3%	\$4,460,600	2.5%
Other Objects	\$1,751,820	\$1,753,265	0.1%	\$1,790,650	2.1%	\$1,841,970	2.9%	\$1,894,044	2.8%	\$1,949,638	2.9%
TOTAL EXPENDITURES	\$5,558,835	\$5,672,815	2.1%	\$5,851,840	3.2%	\$6,057,176	3.5%	\$6,247,107	3.1%	\$6,410,238	2.6%
EXCESS (DEFICIT)											
REVENUE OVER EXP.	\$0	(\$385)		(\$79,404)		(\$248,913)		(\$398,144)		(\$546,413)	
Excess (Deficit) Over Previous											
Fiscal Year		(\$385)		(\$79,018)		(\$169,509)		(\$149,232)		(\$148,269)	
EGINNING FUND BALANCE	\$2,551,019	\$2,551,019	0.0%	\$2,550,634	0%	\$2,471,231	-3%	\$2,222,318	-10%	\$1,824,174	-17.9%
ENDING FUND BALANCE	\$2,551,019	\$2,550,634	0%	\$2,471,231	-3%	\$2,222,318	-10%	\$1,824,174	-18%	\$1,277,761	-30%
FUND RALANCE AS % OF											

FUND BALANCE AS % OF EXPENDITURES

45.89% 44.96%

42.23%

36.69%

29.20%

19.93%

Presented July 26, 201

Boscobel & North Crawford Consolidation Study

Boscobel Area Schools

			DUSC			10015					
General Fund - Proj	ection Sun	ımary									
i	BUDGET					PROJECT	ONS				
	202021		%		%	11100201	%		%		%
	2010	FY - 2011	Change	FY - 2012	Change	FY - 2013	Change	FY - 2014	Change	FY - 2015	Change
REVENUE											
Local Sources	\$2,507,434	\$2,424,998	-3.3%	\$2,446,468	0.9%	\$1,778,535	-27.3%	\$1,773,428	-0.29%	\$1,706,186	-3.8%
State Sources	\$7,003,290	\$7,342,656	4.8%	\$7,427,681	1.2%	\$7,614,937	2.5%	\$7,667,858	0.7%	\$7,818,609	2.0%
Federal Sources	\$289,833	\$289,833	0.0%	\$289,833	0.0%	\$289,833	0.0%	\$289,833	0.0%	\$289,833	0.0%
Other	\$139,783	\$139,872	0.1%	\$143,956	2.9%	\$148,171	2.9%	\$152,522	2.9%	\$157,014	2.9%
TOTAL REVENUE	\$9,940,340	\$10,197,360	2.6%	\$10,307,937	1.1%	\$9,831,476	-4.6%	\$9,883,642	0.5%	\$9,971,643	0.9%
EXPENDITURES											
Salary and Benefits	\$7,102,076	\$7,211,878	1.5%	\$7,495,316	3.9%	\$7,729,319	3.1%	\$7,989,808	3.4%	\$8,274,355	3.6%
Other Objects	\$3,053,539	\$3,089,676	1.2%	\$3,180,726	2.9%	\$3,252,931	2.3%	\$3,349,519	3.0%	\$3,455,749	3.2%
TOTAL EXPENDITURES	\$10,155,615	\$10,301,554	1.4%	\$10,676,042	3.6%	\$10,982,250	2.9%	\$11,339,327	3.3%	\$11,730,104	3.4%
EXCESS (DEFICIT)											
REVENUE OVER EXP.	(\$215,275)	(\$104,194)		(\$368,105)		(\$1,150,774)		(\$1,455,685)		(\$1,758,461)	
Excess (Deficit) Over Previous											
Fiscal Year		\$111,081		(\$263,911)		(\$782,669)		(\$304,911)		(\$302,776)	
EGINNING FUND BALANCE	\$2,039,732	\$1,824,457	-10.6%	\$1,720,263	-6%	\$1,352,158	-21%	\$201,384	-85%	(\$1,254,301)	-723%
	*										
ENDING FUND BALANCE	\$1,824,457	\$1,720,263	-6%	\$1,352,158	-21%	\$201,384	-85%	(\$1,254,301)	-723%	(\$3,012,762)	140%
EUND DAT ANCE ACO. OF											
FUND BALANCE AS % OF	17.070/	16700/		12 (70/		1.020/		11.070/		25 (90/	
EXPENDITURES	17.97%	16.70%		12.67%		1.83%		-11.06%		-25.68%	

Boscobel & North Crawford Consolidation Study

Consolidated School District - BEFORE Consolidation Efficiencies and Consolidation Aid

Consolidated S			Er Or	TE COIIS	muau	OH EHIC	lencie)115011C	iation Al	u
General Fund - Proj	ection Sun	ımary									
	BUDGET					PROJECT					
			%		%		%		%		%
	2010	FY - 2011	Change	FY - 2012	Change	FY - 2013	Change	FY - 2014	Change	FY - 2015	Change
REVENUE											
Local Sources	\$4,179,634	\$4,275,752	2.3%	\$4,473,272	4.6%	\$3,884,390	-13.2%	\$3,956,542	1.86%	\$4,009,164	1.3%
State Sources	\$10,368,096	\$10,592,691	2.2%	\$10,591,381	0.0%	\$10,690,301	0.9%	\$10,660,974	-0.3%	\$10,708,764	0.4%
Federal Sources	\$614,665	\$614,665	0.0%	\$614,665	0.0%	\$614,665	0.0%	\$614,665	0.0%	\$614,665	0.0%
Other	\$324,280	\$284,444	-12.3%	\$293,277	3.1%	\$302,430	3.1%	\$311,912	3.1%	\$321,736	3.1%
TOTAL REVENUE	\$15,499,175	\$15,780,052	1.8%	\$15,985,096	1.3%	\$15,504,286	-3.0%	\$15,556,593	0.3%	\$15,666,829	0.7%
EXPENDITURES											
Salary and Benefits	\$10,909,091	\$11,202,380	2.7%	\$11,526,063	2.9%	\$11,840,804	2.7%	\$12,204,886	3.1%	\$12,524,263	2.6%
Other Objects	\$4,805,359	\$4,801,024	-0.1%	\$4,916,973	2.4%	\$5,048,312	2.7%	\$5,197,920	3.0%	\$5,355,312	3.0%
TOTAL EXPENDITURES	\$15,714,450	\$16,003,403	1.8%	\$16,443,036	2.7%	\$16,889,116	2.7%	\$17,402,806	3.0%	\$17,879,575	2.7%
	_										
EXCESS (DEFICIT)											
REVENUE OVER EXP.	(\$215,275)	(\$223,352)		(\$457,940)		(\$1,384,830)		(\$1,846,213))	(\$2,212,746)	
Excess (Deficit) Over Previous											
Fiscal Year		(\$8,077)		(\$234,589)		(\$926,889)		(\$461,383)	1	(\$366,533)	
EGINNING FUND BALANCE	\$4,590,752	\$4,375,477	-4.7%	\$4,152,125	-5%	\$3,694,185	-11%	\$2,309,355	-37%	\$463,142	-79.9%
ENDING FUND BALANCE	\$4,375,477	\$4,152,125	-5%	\$3,694,185	-11%	\$2,309,355	-37 %	\$463,142	-80%	(\$1,749,604)	-478%
FUND BALANCE AS % OF											

FUND BALANCE AS % OF EXPENDITURES 27.84% 25.95% 22.47% 13.67% 2.66% -9.79%

Consolidation Efficiencies

- Consolidation Efficiencies factored into the forecast include:
 - Staffing Considerations
 - Teaching
 - Support
 - Administrative
- Consolidation Efficiencies not factored into the forecast include:
 - Transportation
 - Facilities
 - Other

Consolidated School District with Consolidation Efficiencies and BEFORE Consolidation Aid

General Fund - Proj	ection Summary
---------------------	----------------

	BUDGET					PROJECT	IONS				
			%		%		%		%		%
	2010	FY - 2011	Change	FY - 2012	Change	FY - 2013	Change	FY - 2014	Change	FY - 2015	Change
REVENUE											
Local Sources	\$4,179,634	\$4,275,752	2.3%	\$4,967,645	16.2%	\$4,350,451	-12.4%	\$4,384,001	0.77%	\$4,417,081	0.8%
State Sources	\$10,368,096	\$10,592,691	2.2%	\$10,097,008	-4.7%	\$10,224,240	1.3%	\$10,233,515	0.1%	\$10,300,847	0.7%
Federal Sources	\$614,665	\$614,665	0.0%	\$614,665	0.0%	\$614,665	0.0%	\$614,665	0.0%	\$614,665	0.0%
Other	\$324,280	\$284,444	-12.3%	\$293,277	3.1%	\$302,430	3.1%	\$311,912	3.1%	\$321,736	3.1%
TOTAL REVENUE	\$15,499,175	\$15,780,052	1.8%	\$15,985,096	1.3%	\$15,504,286	-3.0%	\$15,556,593	0.3%	\$15,666,829	0.7%
EXPENDITURES											
Salary and Benefits	\$10,909,091	\$10,186,052	-6.6%	\$10,463,644	2.7%	\$10,728,528	2.5%	\$11,039,926	2.9%	\$11,308,316	2.4%
Other Objects	\$4,805,359	\$4,656,948	-3.1%	\$4,765,923	2.3%	\$4,889,726	2.6%	\$5,031,360	2.9%	\$5,180,941	3.0%
TOTAL EXPENDITURES	\$15,714,450	\$14,843,000	-5.5%	\$15,229,566	2.6%	\$15,618,254	2.6%	\$16,071,286	2.9%	\$16,489,257	2.6%
EXCESS (DEFICIT)											
REVENUE OVER EXP.	(\$215,275)	\$937,052		\$755,530		(\$113,968)		(\$514,694)		(\$822,428)	
Excess (Deficit) Over Previous											
Fiscal Year		\$1,152,327		(\$181,522)		(\$869,498)		(\$400,726)		(\$307,735)	
EGINNING FUND BALANCE	\$4,590,752	\$4,375,477	-4.7%	\$5,312,528	21%	\$6,068,058	14%	\$5,954,090	-2%	\$5,439,397	-8.6%
ENDING FUND BALANCE	\$4,375,477	\$5,312,528	21%	\$6,068,058	14%	\$5,954,090	-2%	\$5,439,397	-9%	\$4,616,969	-15%
FUND BALANCE AS % OF											
EXPENDITURES	27.84%	35.79%		39.84%		38.12%		33.85%		28.00%	

Boscobel & North Crawford Consolidation Study

Consolidation A id

- Wisconsin Stats 117.08 and 117.09 provide for additional funding, not counted in the consolidated district's Revenue Limit computation.
- Wisconsin Stats 121.07 (6)(e) and 121.07(7)(e) provide for 15% increases Aid Guarantees and Cost Ceilings for five years, beginning with the year the consolidation takes effect.

General State Aid *

			For the Fisc	al Year Ending	June 30th		
	2009	2010	2011	2012	2013	2014	2015
	Actual	Current			Projected		
Boscobel	\$6,261,722	\$6,502,189	\$6,853,488	\$6,947,295	\$7,148,110	\$7,211,382	\$7,375,366
North Crawford	\$3,160,317	\$3,180,664	\$3,114,726	\$3,197,158	\$3,074,329	\$3,034,742	\$2,946,753
Total	\$9,422,039	\$9,682,853	\$9,968,214	\$10,144,454	\$10,222,438	\$10,246,124	\$10,322,119
Consolidated			\$9,925,798	\$9,434,456	\$9,577,655	\$9,600,605	\$9,683,988
Consolidation Aid			\$904,350	\$454,035	\$510,304	\$611,383	\$674,430

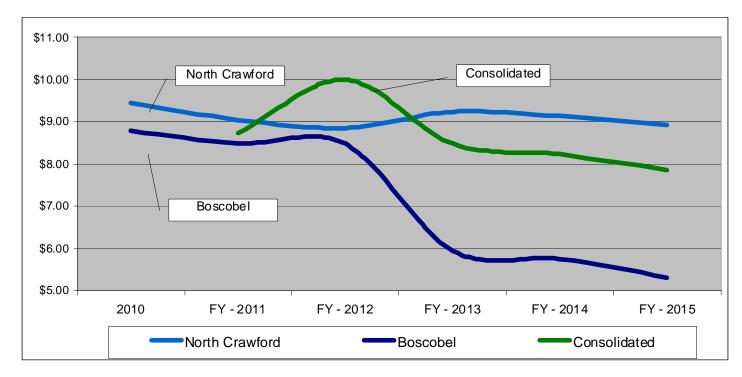
^{*} Line H1 - Equalized Aid BEFORE Adjustments, including Milwaukee Charter Program

Consolidated School District - Excess (Deficit) Analysis

Projected Deficit Comp	arison					
	2010	FY - 2011	FY - 2012	FY - 2013	FY - 2014	FY - 2015
North Crawford	\$0	(\$385)	(\$79,404)	(\$248,913)	(\$398,144)	(\$546,413)
Boscobel_	(\$215,275)	(\$104,194)	(\$368,105)	(\$1,150,774)	(\$1,455,685)	(\$1,758,461)
Combined (Total)	(\$215,275)	(\$104,580)	(\$447,509)	(\$1,399,687)	(\$1,853,829)	(\$2,304,874)
Consolidation Differences		(\$118,772)	(\$10,432)	\$14,857	\$7,616	\$92,128
Sub Total	(\$215,275)	(\$223,352)	(\$457,940)	(\$1,384,830)	(\$1,846,213)	(\$2,212,746)
Efficiencies		\$1,160,403	\$1,213,470	\$1,270,862	\$1,331,519	\$1,390,318
Sub Total	(\$215,275)	\$937,052	\$755,530	(\$113,968)	(\$514,694)	(\$822,428)
Projected Consolidation Aid		\$904,350	\$454,035	\$510,304	\$611,383	\$674,430
Excess (Deficit) with Consol./ Aid	(\$215,275)	\$1,841,402	\$1,209,565	\$396,336	\$96,689	(\$147,998)
Efficiencies & Consolidation Aid		\$2,064,753	\$1,667,505	\$1,781,166	\$1,942,902 5-Year Total	\$2,064,748 \$9,521,0 75
			5-Y	\$3,154,502		



Projected Mill Rate Comparison FY - 2011 FY - 2012 FY - 2013 FY - 2014 2010 FY - 2015 \$9.45 \$9.05 \$8.86 \$9.24 \$9.14 \$8.94 North Crawford **Boscobel** \$8.79 \$8.49 \$8.48 \$5.95 \$5.76 \$5.32 Consolidated \$8.73 \$8.23 \$7.86 \$10.00 \$8.48



Consolidated mill rate assumes new district levies full authority in all years

Summary

- State Consolidation Aid can provide immediate financial incentive (approximately \$3 million over 5 years)
- Incentive (Consolidation Aid) is outside the revenue limit
- Consolidation may result in staffing efficiencies in excess of \$1 million per year.
- Revenue limit caps will continue to be an issue for the foreseeable future.
- State Consolidation Aid is discontinued after five years. The consolidated district is projected to receive \$675,000 in it's fifth year of consolidation